

**California
Child and Family Services Review
County System Improvement Plan-Update
County of Imperial
April 10, 2010 – April 10, 2011**



**James Semmes, Director, I.C. Department of Social Services
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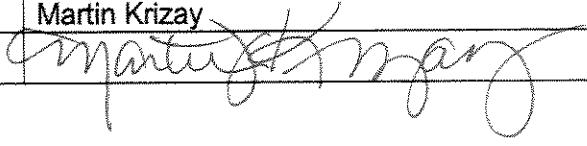
Vision.....

Every child in California lives in a safe, stable, permanent home, nurtured by healthy families and strong communities.

**California's Child and Family Services Review
System Improvement Plan Update**

County:	Imperial
Responsible County Child Welfare Agency:	Imperial County Department of Social Services Children and Family Services
Period of Plan:	April 11, 2010 – April 11, 2011
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Signature:	
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Signature:	

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I. SYSTEM IMPROVEMENT PLAN NARRATIVE

1. Local Planning Bodies

Imperial County's Children and Family Services and the Probation Department would like to thank all of the participants who collaborated on the Peer Quality Case Review (PQCR), County Self-Assessment (CSA) and the System Improvement Plan (SIP). Their work, commitment and expertise have contributed greatly to this countywide endeavor. The CSA involved key members of the community, including representatives from Imperial County Behavioral Health, Court Appointed Special Advocates, Quechan Tribal Services, the Foster Parent Association, the Child Abuse Prevention Council, CalWORKS, the Public Child Welfare Training Academy, Current and Former Foster Youth, Imperial County Office of Education, Parent Leadership Members, Juvenile Presiding Judge and Attorneys, the Interagency Steering Committee, the Independent Living Program, and the Public Health Department. These community partners also participated in the SIP process and will continue to have a role in fulfilling the SIP goals. Children and Family Services and the Probation Department worked closely throughout both the CSA and SIP process and continue to collaborate to best serve the children and youth of Imperial County.

SIP Team Members

Children and Family Services <i>Kelley Sanchez</i>	County Licensing <i>Angelica Duenas</i>
<i>Mickey Castro</i>	County Adoptions/ILP Coordinator <i>Cassandra Gregory</i>
<i>Winn McFadden</i>	Child Abuse Prevention Council <i>Yvette Garcia</i>
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<i>Sonia Villafana</i>	Juvenile Presiding Judge <i>Juan Ulloa</i>
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Imperial County Behavioral Health-PACT <i>Leticia Plancarte</i>	
Imperial County Office of Education <i>Amanda Occhiuto</i>	
Imperial Valley Regional Occupational Program -Accessing Careers through Education (IVROP-ACE) <i>Luis Torres</i>	

2. Findings that Support Qualitative Change

In collaboration with the California Department of Social Services (CDSS), the County reviewed its findings from both the CSA and the Peer Quality Case Review (PQCR) in order to establish what areas the SIP needed to focus. During the CSA, the Imperial County CSA Team, comprised of Child Welfare and Probation staff, decided to conduct a series of community forums and CSA questionnaires. Over 100 invitations and questionnaires were sent out to community partners and service providers. Twenty six agencies participated in the community forums and/or provided feedback on the CSA questionnaires. The overall consensus of the community agencies was that there is a need for some sort of aftercare program for families exiting the Child Welfare and Probation systems. The County will be addressing the issue of an aftercare program by assigning existing Child Welfare Social Workers to provide 3 months of aftercare services to families once their child welfare case has been dismissed by the court.

The secondary concern from community agencies was that there are not enough services (substance abuse, counseling, etc.) available to families in Imperial County. Due to limited funds, neither Department is able to contract with outside agencies to provide the additional services needed in Imperial County. However, the Imperial County Blue Ribbon Commission has created a subcommittee to look into what services are available in our County and what services we need. In addition, Imperial County hopes to implement the Wraparound program in late 2009. Due to budget issues, Imperial County was not able to implement the Wraparound program in 2009 as previously expected. Implementation of the Wraparound program in Imperial County is currently scheduled for May 2010. The County has received continuous assistance from CDSS through trainings and teleconferences in order to move forward with implementation of the Wraparound program.

During the PQCR, Children and Family Services focused on the theme of re-entry into foster care and Probation focused on transitioning youth to adulthood. Child welfare staff felt that the major contributing factor to re-entry is parental substance abuse. Staff felt that without an aftercare program or supportive services for parents in recovery, the chances of relapse and re-entry into foster care increases. Probation officers identified the need to deliver Independent Living Program (ILP) services in a timely manner and the lack of transitional housing for youth aging out of foster care. One identified theme that contributes to these needs is the lack of coordination with the County ILP Coordinator. The participants felt that the common factors contributing to re-entry and transitioning youth to adulthood were the lack of available and accessible client services for both the probation and child welfare populations and the high social worker and probation caseloads.

Also, during the PQCR, surveys were conducted with biological parents and foster youth to determine what they thought about child welfare services and the probation department and the services that they receive. Ten biological parents and fifteen foster youth completed surveys. Biological parents were in agreement with the community agencies, stating that there is a need for more services in Imperial County for parents.

Foster youth expressed the need for family counseling and more follow-up from the Social Workers once the family reunifies. The County will be addressing the issue of family counseling by having the children attend family collaborative sessions with their parents provided by Behavioral Health through the Parents and Children Together (PACT) program. Due to budget issues, effective July 1, 2009 the contract with the Behavioral Health PACT program was terminated; therefore these family collaborative sessions are no longer taking place.

SUMMARY ASSESSMENT

A. System Strengths and Areas Needing Improvement

Imperial County's Department of Children and Family Services and the Probation Department continue to strive to do well on all of the C-CFSR outcomes; however through the PQCR and CSA Community Forums, the Departments have identified a few outcomes as needing improvement. The four areas for the CSA that Children and Family Services decided to focus improvement efforts on are, Timely Social Worker Response/Contact, Foster Care Re-entry, Finalizing Adoptions within 24 months, and Placement Stability. The Probation Department will be focusing improvement efforts on Youth Transitioning to Adulthood. This is Imperial County's second tri-annual review and although a couple of the focus areas were on our last SIP, they continue to be problem areas for Imperial County and therefore will be addressed again on the current SIP in collaboration with CDSS.

Children are, first and foremost, protected from abuse and neglect

Through the implementation of the PACT program and the collaboration with the CalWORKS Linkages program, Imperial County Department of Children and Family Services has improved significantly in this outcome area. Although Imperial County has not identified this as a focus area for the current SIP, the Department will continue to work towards meeting and surpassing the federal standard for this measure. Due to budget issues, effective July 1, 2009 the contract with the Behavioral Health PACT program was terminated; however, the Department continues to collaborate with the CalWORKS Linkages program to provide services to qualifying families.

Children are maintained safely in their homes whenever possible and appropriate

Imperial County has identified Timely Social Worker Response/Contact as one of the four outcomes to be addressed in Imperial County's next SIP. This area was discussed during the PQCR, at the CSA Community Forums and on the Parent/Foster Youth Surveys. The recurring issues regarding Timely Response/Contact were:

- The need for increased communication.
- The need for timely response to phone calls.
- The need for a policy regarding response time for phone calls and follow through by management.
- The need for foster youth to feel that they matter and are being heard.

The Department has already implemented mandatory contact sheets to be filled out by Social Workers in the field and turned in to clerical department for input into CWS/CMS within 3 business days of the contact. The Department continues to develop policies and procedures as needed to ensure proper response time for both investigations/contacts and phone calls. Due to the implementation of these mandatory contact sheets in March 2009, Imperial County has seen a 13.1% average increase in compliance for Timely Social Worker Response/Contact. This can also be attributed to Imperial County acquiring Safe Measures, a data monitoring/tracking system, in March 2009 which has allowed the County to consistently and accurately monitor staff compliance with all performance outcomes.

Children have permanency and stability in their living situations without increasing re-entry into foster care

Imperial County continues to have a high rate of reunification for our families, however with this positive outcome the County's rate of re-entry into foster care has also risen, which has forced the Department to look closely at the quality of services being provided to parents prior to reunification. Through the PQCR, CSA Community Forums and Parent/Foster Youth surveys, both the community and the Departments identified the need for an aftercare program and supportive services to be provided to both children and families leaving Child Welfare Services and the Probation Department. However, as of yet no agency has been identified to provide such services or support. The Department will continue its efforts to implement an aftercare program and supportive services to families and will be addressing the issue of foster care re-entry in the current County SIP. Imperial County's aftercare program is still in the development stage due to budget issues and the loss of specific programs like PACT. On December 1, 2009, the Board of Supervisors approved a contract with Rite Track LLC to implement an Evening Learning Center. The ELC will provide mentoring and tracking services for those probation youth transitioning back from Foster Care. The mentors will work closely with the youth and their families during the transition period, thus reducing re-entry into Foster Care. They will also ensure that they track youth's progress if enrolled in school or community college. The passage of SB 81 and AB 191, required probation departments to develop treatment programs/plans to deal with non-707(b) youth offenders. The Youthful Offender Block Grant (YOBG) provided state funds to local communities in order to implement effective continuum of response to juvenile crime and delinquency.

The family relationships and connections of the children served by Child Welfare Services will be preserved, as appropriate

Imperial County strives to place children in least restrictive settings as soon as possible and continues to increase the rate of children placed in relative homes as a result of the implementation of Emergency Relative Home Assessments and designating a social worker to complete these requests. However, Imperial County continues to place children in Betty Jo McNeece Receiving Home (BJMRH) when the relative home does not pass the emergency assessment process and there are no available foster homes for placement. The Department continues efforts to recruit new foster homes and increase trainings provided to current foster parents to improve retention of existing

foster homes. During the CSA Community Forums, participants identified the need for more quality trainings for foster parents and more communication between foster parents, children and social workers to address crises as they occur in order to prevent failed placements. Through the use of CWSOIP funding that was received in 2008/09, Imperial County launched a massive foster parent recruitment campaign, which included large billboards throughout the community, television spots on both cable and local channels, newspaper advertisements, a link on the County website, flyers distributed to local schools and a booth at all community health and information fairs. Due to these increased recruitment efforts, the County received a total of 29 applications for fiscal year 2008/09, which resulted in the licensing of 17 more foster family homes.

Imperial County currently falls below both the state average and federal standard in regards to finalizing adoptions and will be addressing this issue on the County's current SIP. The Department has two social workers assigned to handle all adoptions including adoptive home assessments, finalizing adoptions and providing services through the Adoptions Assistance Program (AAP). One of the factors affecting our rate of finalizing adoptions is the timely completion of adoptive home assessments. However, the Department has recently hired a Masters carrying social worker to handle all Adoptive Home Assessments, which will allow the other two adoptions social workers to focus on finalizing adoptions. The Department unexpectedly lost our Masters carrying social worker in April 2009; therefore the two Adoptions social workers were re-assigned this task. However, in August 2009 the Department assigned a Masters of Social Work intern to assist in completing adoptive home assessments.

Youth emancipating from foster care are prepared to transition to adulthood

The Department of Children and Family Services currently contracts with the Imperial Valley Regional Occupational Program (IVROP) – Accessing Careers through Education (ACE) program to provide ILP services to foster and probation youth transitioning to adulthood. Foster youth who participated in the Foster Youth survey during the CSA process indicated that they were happy with the services they were being provided through ACE and in fact felt that their ACE workers were very attentive and cared what happened to them. During the CSA Community Forums, participants identified a need for more communication between the ACE worker, youth and social worker/probation officer in order to address issues as they arise and give the foster youth a voice and avenue of expression. Due to budget issues, Imperial County has had to cut about 2/3 of the contracted ILP services through IVROP-ACE.

B. PQCR

The 2008 Imperial County Peer Quality Case Review (PQCR) process involved collaboration between the Probation Department and the Department of Children and Family Services and focused on the theme of re-entry into foster care for Child Welfare and transitioning youth to adulthood for Probation. In addition to the interviewing of Social Workers and Deputy Probation Officers, focus groups were held involving Social Worker Supervisors, Attorneys, Judges and Parents. The results indicate that the participants were engaged successfully in the PQCR process and were passionate

about the need to improve and strengthen Juvenile Probation and Child Welfare Services, especially in the area of re-entry into Foster Care and youth transitioning to adulthood.

Imperial County Department of Children and Family Services reunifies at a higher rate than both the state average and the federal standard, yet continuously has a higher rate of re-entry into foster care as well. The major contributing factor to re-entry is parental substance abuse. Although the parents may complete substance abuse treatment programs and reunify with their children, relapse is a known factor in recovery. Without an aftercare program or supportive services for parents in recovery, the chances of relapse and re-entry into foster care increase.

During the PQCR, the participants felt that the common factors contributing to re-entry and transitioning youth to adulthood were the lack of available and accessible client services to both the probation and child welfare populations and the high social worker and probation caseloads. Department staff identified the need to provide or develop support to parents in some form or another. Time frames were also seen as critical to the completion of case plan activities and impact on re-entry into foster care. According to Department staff, it is not uncommon for families to reunite with only partially completed activities, due to inflexible legal timeframes or pressure from the Department or courts to reunify families within 6 to 12 months. It was expressed that without clients demonstrating behavioral change, they would likely return to the child welfare system. Probation Officers identified the need to deliver ILP services in a timely manner and the lack of transitional housing for those youth aging out of foster care. Another major theme from Probation was the lack of coordination with the County ILP Coordinator.

Imperial County's PQCR revealed valuable ideas regarding the Departments' processes, case practice and services provided to families. This information, together with the feedback received through the County Self-Assessment (CSA), will provide direction as Imperial County Department of Children and Family Services and the Probation Department develop their next System Improvement Plan (SIP) in partnership with CDSS.

Outcome/Systemic Factor:			
S1.1 No Recurrence of Maltreatment			
County's Current Performance:			
S1.1 Percent of children who were victims of child abuse/neglect who did NOT have a subsequent substantiated report of abuse/neglect: Our current performance for S1.1 in Q2 (Apr-Jun 2008) is 81.5%, which is a 12% decrease from the 93.5% which was reported in the County Self-Assessment (CSA).	Update-April 2010 Our current performance for S1.1 in Q2 (Apr-Jun 2009) is 88.5%, which is a 7% increase from the 81.5% which was reported in the System Improvement Plan (SIP). Although we no longer have the PACT program, the Department is working very closely with the Behavioral Health Alcohol and Drug program, which provides critical treatment and supportive services to parents. The Department also continues to work with the Linkages program, which has been successful in engaging the parents in the treatment/reunification process; largely due to the Linkages workers better grasp of available services for parents.	Improvement Goal 1.0 Increase the percentage of children with NO recurrence of maltreatment from 81.5% to 90.5% during the next three years, by 3% increments each year.	Update-April 2010 The percentage of children with NO recurrence of maltreatment has increased by 7% in the past year to 88.5%, which is just 5% shy of our three year goal of 90.5%. The Department will continue to work towards achieving the original goal of 90.5% within the remaining two years.
Strategy 1.1 Utilize existing Social Workers to provide aftercare services/support, for a period of 3 months, to families who have been dismissed by the court after the completion of family maintenance services		Strategy Rationale Having staff assigned to provide aftercare services to families will give the families the support they need during the critical time following their dismissal from child welfare services. Having someone available to support families that face crisis will prevent parents from re-abusing.	
Milestone	Timeline	Assigned to	
1.1.1 Identify Social Workers who will carry the aftercare caseloads	3 months (08/01/09) Cancelled 03/01/10	Program Managers and Supervisors	
1.1.2 Create policy regarding duties and contact requirements of an aftercare Social Worker	5 months (10/01/09) Cancelled 03/01/10	Analyst, Program Managers and Supervisors	

Milestone	Strategy	Timeline	Assigned to
1.1.3 Identify 2 to 5 families in the Northend, Central, and Southends of the county who have completed family maintenance services and are not receiving continued services through the Linkages program		6 months (11/01/09) Cancelled 03/01/10	Analysts, Program Managers and Supervisors
1.1.4 Verbally explain aftercare program and provide aftercare handout to identified families and assign identified families to aftercare Social Worker		7 months (12/01/09) Cancelled 03/01/10	Social Workers assigned to previous dependency case and Supervisors
1.1.5 Maintain aftercare referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously Cancelled 03/01/10	Supervisors
1.1.6 Utilizing both Safe Measures data and aftercare statistics compiled in Excel, analyze statistics to determine effectiveness of aftercare services/support on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter Cancelled 03/01/10	Analyst
Strategy 1.2 Provide three-part training for children in out-of-home placement, parents, foster parents and relative caregivers regarding addictive behaviors, attachment/separation/loss issues and the affects of child abuse on children/families		<p>Strategy Rationale Having a three-part training for children, parents, foster parents and relative caregivers will allow the children to understand addiction, the parents to understand what their children are going through and the foster parents and relative caregivers to understand what both the children and parents experience in being separated. This will also improve relationships between parents and children, foster parents/relative caregivers and children and foster parents/relative caregivers and parents, which will assist in the reunification process. Educating families on the affects of child abuse will give parents an insight into how their actions affect their children and will make them less likely to re-abuse.</p> <p>Update-April 2010 The Department contracted with Peter DiManno, L.C.S.W., to provide this three-part training. The children's session was conducted on 01/11/10 and included children from age 7 to age 17. The parent's session was conducted on 01/12/10 and included all parents currently receiving Family Reunification (FR) services. The foster parents and relative caregiver's session was conducted on 01/13/10 and included caregivers of the children who attended the 01/11/10 training. The Department plans to conduct more of these trainings in the future to further support families in the reunification process.</p>	
1.2.1 Identify a trainer/therapist to provide training on addictive behaviors and attachment/separation/loss issues		1 month (06/01/09) Completed 03/19/09	Analyst

Milestone	Timeline	Assigned to	
1.2.2 Develop contract with trainer/therapist to develop curriculum that addresses the issues facing families and to provide training to identified target population	2 months (07/01/09) Completed 05/19/09	Analyst, Program Managers, Supervisors, Social Workers and Trainer/Therapist	
1.2.3 Determine age appropriate for children to attend training and identify children, parents, foster parents and relative caregivers to participate in training	3 months (08/01/09) Completed 11/24/09	Analyst, Program Managers, Supervisors and Social Workers	
1.2.4 Schedule training with trainer/therapist and refer age-appropriate children, parents, foster parents and relative caregivers	4 months (09/01/09) Completed 01/11/10	Analyst, Social Workers and Supervisors	
1.2.5 Maintain training referral statistics in Excel for future monitoring and analysis	4 months (09/01/09) and continuously Initial statistics completed 01/13/10 and continuing	Social Workers and Supervisors	
1.2.6 Analyze statistics to determine effectiveness of training on recurrence of maltreatment and report findings every 6 months following implementation	10 months (03/01/10) and every 6 months thereafter 07/01/2010 and every 6 months thereafter	Analyst	
Strategy Rationale		Strategy 1.3 Include children in the parental treatment/rehabilitation process through participation in family collaborative sessions, once they have been identified through an assessment completed at 3, 9 and 15 months from the date of the dispositional hearing Update-April 2010 As of July 1, 2009, due to budget issues, Imperial County was not able to renew our contract with Behavioral Health for the Parents and Children Together (PACT) program. Therefore, as they were the identified providers, this strategy is being removed from our SIP.	Having children participate with their parents in the treatment process through collaborative sessions will allow both the children and parents to express fears and resolve issues prior to reunification, which will prevent parents from re-abusing. This will also allow the children and parents to build a trusting relationship.
1.3.1 Determine age appropriate for children to participate in family collaborative sessions	3 months (08/01/09) Cancelled 07/01/09	Analyst, Program Managers and Supervisors	

Milestone	Timeline	Assigned To
1.3.2 Create policy regarding requirements for family collaborative sessions and who must be referred	5 months (10/01/09) Cancelled 07/01/09	Analyst, Program Managers and Supervisors
1.3.3 Identify parents involved in Family Reunification (FR) who are currently participating in a treatment/rehabilitation program	6 months (11/01/09) Cancelled 07/01/09	Analyst and Supervisors
1.3.4 Refer age-appropriate children of the identified parents to PACT for family collaborative sessions	7 months (12/01/09) Cancelled 07/01/09	Social Workers and Supervisors
1.3.5 Maintain session referral statistics in Excel for future monitoring and analysis	7 months (12/01/09) and continuously Cancelled 07/01/09	Social Workers, Supervisors and PACT
1.3.6 Analyze statistics to determine effectiveness of family collaborative sessions on recurrence of maltreatment and report findings every 6 months following implementation	13 months (06/01/10) and every 6 months thereafter Cancelled 07/01/09	Analyst
Describe systemic changes needed to further support the improvement goal. Tracking system will be developed to monitor families that are referred for aftercare services/support and family collaborative sessions. This tracking system will allow for future analysis to determine the effectiveness of these two programs on recurrence of maltreatment.		
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff designated to provide aftercare services will need to be trained regarding their duties and the goals of the aftercare program. Staff will also need to be trained regarding the family collaborative sessions and what the goals are. Trainings will be conducted by Analysts.		
Identify roles of the other partners in achieving the improvement goals. PACT will facilitate the family collaborative sessions at Behavioral Health as part of the substance abuse treatment/rehabilitation program. As of 07/01/09, PACT is no longer a resource for Imperial County.		
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.		

Outcome/Systemic Factor: C1.4 Reentry Following Reunification (exit cohort)	
County's Current Performance: <i>C1.4 Percent of children reentering foster care within 12 months of reunification:</i> Our current performance for C1.4 in Q2 (Apr-Jun 2008) is 25%, which is a 4.9% increase from the 20.1% which was reported in the CSA. Update-April 2010 Our current performance for C1.4 in Q2 (Apr-Jun 2009) is 18.8%, which is a 6.2% decrease from the 25% which was reported in the SIP. Although we no longer have the PACT program, the Department is working very closely with the Behavioral Health Alcohol and Drug program, which provides critical treatment and supportive services to parents. The Department also continues to work with the Linkages program, which has been successful in engaging the parents in the treatment/reunification process; largely due to the Linkages workers better grasp of available services for parents.	
Improvement Goal 1.0 Reduce percentage of foster care re-entry from 25% to 16% during the next three years, by 3% increments each year. Update-April 2010 The percentage of foster care re-entry has been reduced by 6.2% to 18.8% in the past year, which is just 2.8% shy of our three year goal. The Department will continue to work towards achieving the original goal of 16% within the remaining two years.	
Strategy 1.1 Utilize existing Social Workers to provide aftercare services/support, for a period of 3 months, to families who have been dismissed by the court after the completion of family maintenance services Update-April 2010 This strategy is not being supported by the attorneys in our county at this time and is therefore being removed from our SIP. The attorneys believe that their clients (the parents) have completed their services and we should not be targeting them. The Department does not believe that aftercare services/support would be possible without the buy-in from the attorneys and their clients. Although we are removing this strategy, we hope to be able to address it again on our next SIP in 2012.	
Milestone: 1.1.1 Identify Social Workers who will carry the aftercare caseloads 1.1.2 Create policy regarding duties and contact requirements of an aftercare Social Worker	Timeline: 1.1.1 1 month (06/01/09) Cancelled 03/01/10 1.1.2 3 months (08/01/09) Cancelled 03/01/10
	Assigned to: Program Managers and Supervisors Analyst, Program Managers and Supervisors

Milestone	Strategy 1.2	Timeline	Assigned to	Program Managers and Supervisors
1.1.3 Identify 2 to 5 families in the Northend, Central, and Southends of the county who have completed family maintenance services and are not receiving continued services through the Linkages program	Provide three-part training for children in out-of-home placement, parents, foster parents and relative caregivers regarding addictive behaviors, attachment/separation/loss issues and the affects of child abuse on children/families	6 months (11/01/09) Cancelled 03/01/10	Social Workers assigned to previous dependency case and Supervisors	Social Workers assigned to previous dependency case and Supervisors
1.1.4 Verbally explain aftercare program and provide aftercare handout to identified families and assign identified families to aftercare Social Worker	Update April 2010 The Department contracted with Peter DiManno, L.C.S.W., to provide this three-part training. The children's session was conducted on 01/11/10 and included children from age 7 to age 17. The parent's session was conducted on 01/12/10 and included all parents currently receiving Family Reunification (FR) services. The foster parents and relative caregiver's session was conducted on 01/13/10 and included caregivers of the children who attended the 01/11/10 training. The Department plans to conduct more of these trainings in the future to further support families in the reunification process.	7 months (12/01/09) Cancelled 03/01/10	Supervisors	Supervisors
1.1.5 Maintain referral statistics in Excel for future monitoring and analysis	1.1.6 Utilizing both Safe Measures data and aftercare statistics compiled in Excel, analyze statistics to determine effectiveness of aftercare services/support on recurrence of maltreatment and report findings every 6 months following implementation	7 months (12/01/09) and continuously Cancelled 03/01/10	Analyst	Analyst

Milestone	Strategy Rationale	Timeline	Assigned to
1.2.2 Develop contract with trainer/therapist to develop curriculum that addresses the issues facing families and to provide training to identified target population	Include children in the parental treatment/rehabilitation process through participation in family collaborative sessions, once they have been identified through an assessment completed at 3, 9 and 15 months from the date of the dispositional hearing Update-April 2010 As of July 1, 2009, due to budget issues, Imperial County was not able to renew our contract with Behavioral Health for the Parents and Children Together (PACT) program. Therefore, as they were the identified providers, this strategy is being removed from our SIP.	2 months (07/01/09) Completed 05/19/09	Analyst, Program Managers, Supervisors, Social Workers and Trainer/Therapist
1.2.3 Determine age appropriate for children to attend training identify children, parents, foster parents and relative caregivers to participate in training		3 months (08/01/09) Completed 11/24/09	Analyst, Program Managers, Supervisors and Social Workers
1.2.4 Schedule training with trainer/therapist and refer age-appropriate children, parents, foster parents and relative caregivers		4 months (09/01/09) Completed 01/11/10, 01/12/10 and 01/13/10	Analyst, Social Workers and Supervisors
1.2.5 Maintain training referral statistics in Excel for future monitoring and analysis		4 months (09/01/09) and continuously Initial statistics completed 01/13/10 and continuing	Social Workers and Supervisors
1.2.6 Analyze statistics to determine effectiveness of training on recurrence of maltreatment and report findings every 6 months following implementation		10 months (03/01/10) and every 6 months thereafter	Analyst
	Strategy 1.3 Include children in the parental treatment/rehabilitation process through participation in family collaborative sessions, once they have been identified through an assessment completed at 3, 9 and 15 months from the date of the dispositional hearing Update-April 2010 As of July 1, 2009, due to budget issues, Imperial County was not able to renew our contract with Behavioral Health for the Parents and Children Together (PACT) program. Therefore, as they were the identified providers, this strategy is being removed from our SIP.		
1.3.1 Determine age appropriate for children to participate in family collaborative sessions		3 months (08/01/09) Cancelled 07/01/09	Analyst, Program Managers and Supervisors
1.3.2 Create policy regarding requirements for family collaborative sessions and who must be referred		5 months (10/01/09) Cancelled 07/01/09	Analyst, Program Managers and Supervisors

Milestone	Strategy	Timeline	Assigned to
1.3.3 Identify parents involved in Family Reunification (FR) who are currently participating in a treatment/rehabilitation program		6 months (11/01/09) Cancelled 07/01/09	Analyst and Supervisors
1.3.4 Refer age-appropriate children of the identified parents to PACT for family collaborative sessions		7 months (12/01/09) Cancelled 07/01/09	Social Workers and Supervisors
1.3.5 Maintain session referral statistics in Excel for future monitoring and analysis		7 months (12/01/09) and continuously Cancelled 07/01/09	Social Workers, Supervisors and PACT
1.3.6 Analyze statistics to determine effectiveness of family collaborative sessions on recurrence of maltreatment and report findings every 6 months following implementation		13 months (06/01/10) and every 6 months thereafter Cancelled 07/01/09	Analyst
Strategy 1.4		Rationale	
Utilize Administrative Office of the Courts (AOC) to provide training for both Child Welfare Services (CWS) and Court staff regarding outcome measures and how court decisions impact them		Having the AOC provide training will give the Court and CWS staff the insight into how their decisions affect the outcome measures and timeframe goals. This will enable them to work towards discharging children to permanent homes as soon as possible and prevent the re-opening of services to parents who have not demonstrated a change of circumstances. This will also enable the courts to only reunify families when they are stable and prevent re-entry into foster care.	
Update-April 2010 The Department is currently working with the AOC to develop curriculum for trainings tailored specifically for our county and staff and the issues we are currently facing. The AOC, in conjunction with Kevin Campbell, has provided training to CWS staff regarding Family Finding, which is a program that assists in establishing permanency for children in care.			
1.4.1 Contact AOC to inquire about training for CWS and Court staff		3 months (08/01/09) Completed 11/10/09	Analyst
1.4.2 Consult with CWS and Court staff to determine most appropriate training based on available AOC trainings		3 months (08/01/09) 12 months (05/01/10)	Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge
1.4.3 Contact Court staff to determine their availability for training		4 months (09/01/09) 16 months (09/01/10)	Analyst

	1.4.4 Determine availability of CWS staff for training		4 months (09/01/09) 16 months (09/01/10)	Analyst
1.4.5	Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training		5 months (10/01/09) 17 months (10/01/10)	Analyst
Describe systemic changes needed to further support the improvement goal.				
Tracking system will be developed to monitor families that are referred for aftercare services/support and family collaborative sessions. This tracking system will allow for future analysis to determine the effectiveness of these two programs on recurrence of maltreatment. Both the Courts and CWS staff need to fully understand how their decisions on each case affect the outcome measures and timeframe goals.				
Describe educational/training needs (including technical assistance) to achieve the improvement goals.				
Staff designated to provide aftercare services will need to be trained regarding their duties and the goals of the aftercare program. Staff will also need to be trained regarding the family collaborative sessions and what the goals are. Trainings will be conducted by Analysts. Training for the Courts and CWS staff regarding outcome measures and timeframes will be provided by the AOC.				
Identify roles of the other partners in achieving the improvement goals.				
PACT will facilitate the family collaborative sessions at Behavioral Health as part of the substance abuse treatment/rehabilitation program. As of 07/01/09, PACT is no longer a resource for Imperial County. Court staff will participate, along with CWS staff, in the trainings provided by the AOC.				
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.				
None identified at this time.				

Outcome/Systemic Factor:

C2.1 Adoption within 24 Months (exit cohort)

County's Current Performance:

C2.1 Percent of children adopted within 24 months of removal:

Our current performance for C2.1 in Q2 (Apr-Jun 2008) is 0%, which is a 16% decrease from the 16% which was reported in the CSA.

Update: April 2010

Our current performance for C2.1 in Q2 (Apr-Jun 2009) is 27.8%, which is a 27.8% increase from the 0% which was reported in the SIP. The Department has seen a change of mindset with our caregivers, in that they are now more likely to pursue adoption or guardianship. We attribute this to the continued trainings that are being provided to caregivers, with a focus on permanency for children.

Improvement Goal 1.0

Increase percentage of children adopted within 24 months of removal from 0% to 9% during the next three years, by 3% increments each year.

Update: April 2010

The percentage of children adopted within 24 months of removal has increased 27.8% in the past year, which far exceeds the 9% goal set in the SIP. The Department will continue to strive to increase this percentage further throughout the next two years.

Strategy 1.1 Utilize Master's Social Worker to complete all adoptive home assessments	Having Master's Social Worker complete all adoptive home assessments will provide the Adoption Social Workers the time needed to complete the paperwork required to finalize an adoption, which will help improve the number of adoptions finalized each month.	Rationale
Milestone	Timeline	Assigned to
1.1.1 Train Master's Social Worker on all adoptive home assessment requirements	2 months (07/01/09) Completed 03/01/09	Senior Analyst and Licensing and Adoptions Supervisors
1.1.2 Identify current adoptive family applicants still pending an adoptive home assessment	2 months (07/01/09) Completed 03/01/09	Licensing and Adoptions Supervisors
1.1.3 Assign current adoptive family applicants to Master's Social Worker to complete adoptive home assessment as a priority	3 months (08/01/09) Completed 03/01/09	Licensing Supervisor, Adoptions Supervisor and Master's Social Worker
1.1.4 Assign new adoptive family applicants to Master's Social Worker to complete adoptive home assessment	4 months (09/01/09) Currently being completed by Adoption Social Workers and MSW intern	Licensing Supervisor and Master's Social Worker Adoption Supervisor

Strategy Rationale	Having the AOC provide training will give the Court and CWS staff the insight into how their decisions affect the outcome measures and timeframe goals. This will enable them to work towards discharging children to permanent homes as soon as possible and prevent the re-opening of services to parents who have not demonstrated a change of circumstances.
Milestone	Assigned to
Timeline	
1.2.1 Contact AOC to inquire about training for CWS and Court staff	3 months (08/01/09) Completed 11/10/09 Analyst
1.2.2 Consult with CWS and Court staff to determine most appropriate training based on available AOC trainings	3 months (08/01/09) 12 months (05/01/10) Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge
1.2.3 Contact Court staff to determine their availability for training	4 months (09/01/09) 16 months (09/01/10) Analyst
1.2.4 Determine availability of CWS staff for training	4 months (09/01/09) 16 months (09/01/10) Analyst
1.2.5 Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training	5 months (10/01/09) 17 months (10/01/10) Analyst

Strategy Rationale	Having clerical staff complete parent search at onset of removal will ensure that whereabouts of parents are identified as early in the case as possible. Also, having Social Workers complete monthly due diligence efforts will increase the likelihood of locating parents prior to the 366.26 hearing. This stronger focus on locating parents will allow the Social Workers to notice all parents for a 366.26 hearing in a timely manner, which will increase the number of finalized adoptions.
Milestone	Assigned to
1.3.1 Identify all cases with absent parents immediately following removal of the child	Social Workers and Supervisors 3 months (08/01/09) Completed 03/01/09
1.3.2 Complete parent search request form for all identified cases and send to clerical to complete parent search	Social Workers, Supervisors and Clerical Staff 4 months (09/01/09) Completed 03/01/09
1.3.3 Return all completed parent search forms to Social Worker to be placed in the case record	Clerical Staff 4 months (09/01/09) Completed 03/01/09
1.3.4 Complete due diligence efforts at every monthly contact and record it on mandatory contact sheets	Social Workers 1 month (06/01/09) Completed 03/01/09
1.3.5 Review mandatory monthly contact sheets to ensure due diligence efforts are completed by Social Worker	Supervisors 1 month (06/01/09) Completed 03/01/09

Describe systemic changes needed to further support the improvement goal.

Both the Courts and CWS staff need to fully understand how their decisions on each case affect the outcome measures and timeframe goals.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Master's Degree carrying Social Worker will be trained on how to complete Adoptive Home Assessments by both Adoptions and Licensing staff. The Department unexpectedly lost our Master's Social Worker in 04/09 and these duties were returned to the Adoption Social Workers and an MSW Intern. Training for the Courts and CWS staff regarding outcome measures and timeframes will be provided by the AOC.

Identify roles of the other partners in achieving the improvement goals. Court staff will participate, along with CWS staff, in the trainings provided by the AOC.	
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.	
Outcome/Systemic Factor: C3.1 Exits to Permanency (24 months in care)	
County's Current Performance: <i>C3.1 Percent of children discharged to a permanent home who had been in foster care for 24 months or longer:</i> Our current performance for C3.1 in Q2 (Apr-Jun 2008) is 18.3%, which is a 2.4% decrease from the 20.7% which was reported in the CSA. Update-April 2010 Our current performance for C3.1 in Q2 (Apr-Jun 2009) is 23.5%, which is a 5.2% increase from the 18.3% which was reported in the SIP. The Department has seen a change of mindset with our caregivers, in that they are now more likely to pursue adoption or guardianship. We attribute this to the continued CWS trainings that are being provided to caregivers, with a focus on permanency for children.	
Improvement Goal 1.0 Increase percent of children discharged to a permanent home that had been in foster care for 24 months or longer from 18.3% to 23.3% during the next three years, by a 1.6% increment each year. Update-April 2010 The percent of children discharged to a permanent home that had been in foster care for 24 months or longer increased 5.2% to 23.5% in the past year, which exceeds the 5% goal set in the SIP. The Department will continue to work towards further increasing this percentage in the next two years.	
Strategy 1.1 Utilize Administrative Office of the Courts (AOC) to provide training for both Child Welfare Services (CWS) and Court staff regarding outcome measures and how court decisions impact them Update-April 2010 The Department is currently working with the AOC to develop curriculum for trainings tailored specifically for our county and staff and the issues we are currently facing. The AOC, in conjunction with Kevin Campbell, has provided training to CWS staff regarding Family Finding, which is a program that assists in establishing permanency for children in care.	
1.1.1 Contact AOC to inquire about training for CWS and Court staff	3 months (08/01/09) Completed 11/10/09 Analyst

Milestone	Strategy	Timeline	Assigned To
1.1.2 Consult with CVS and Court staff to determine most appropriate training based on available AOC trainings	Conduct Family Team Meetings (FTM) with Social Worker, parents, age-appropriate children and identified relatives/caregivers after detention hearing is completed and Family Reunification (FR) has been identified as the current plan	3 months (08/01/09) 12 months (05/01/10)	Analyst, Deputy Director, Program Managers and Juvenile Presiding Judge
1.1.3 Contact Court staff to determine their availability for training		4 months (09/01/09) 16 months (09/01/10)	Analyst
1.1.4 Determine availability of CWS staff for training		4 months (09/01/09) 16 months (09/01/10)	Analyst
1.1.5 Schedule training with AOC and inform CWS and Court staff of dates and times for mandatory training		5 months (10/01/09) 17 months (10/01/10)	Analyst
Milestone	Strategy Rationale	Timeline	Assigned To
Strategy 1.2 Conduct Family Team Meetings (FTM) with Social Worker, parents, age-appropriate children and identified relatives/caregivers after detention hearing is completed and Family Reunification (FR) has been identified as the current plan Update-April 2010 The Department is currently in the early stages of developing a policy regarding Family Team Meetings. This assignment will be given to the MSW interns who will be starting in August 2010, to research and develop for proposed implementation in December 2010.	Conducting Family Team Meetings (FTM) will allow the family to be part of the decision making process and to identify a concurrent plan in the even that the parents do not complete FR services. This will enable Social Workers to discharge children to permanent homes sooner and prevent children from remaining in foster care long term.		
1.2.1 Determine age appropriate for children to participate in Family Team Meetings (FTM)		5 months (10/01/09) 16 months (09/01/10)	Analyst, Program Managers Supervisors, MSW Interns and MSW Field Supervisor
1.2.2 Create policy regarding requirements for Family Team Meetings (FTM)		7 months (12/01/09) 18 months (11/01/10)	Analyst, Program Managers, Supervisors, MSW Interns and MSW Field Supervisor
1.2.3 Identify cases where the current plan is Family Reunification (FR) and the detention hearing was held within the past month		8 months (01/01/10) 19 months (12/01/10)	Analyst, Supervisors- MSW Interns and MSW Field Supervisor

Milestone	Description	Timeline	Assigned to
1.2.4	Contact parents, age-appropriate children and relatives/caregivers of identified cases and schedule Family Team Meeting (FTM)	9 months (02/01/10) and continuously 19 months (12/01/10)	Social Workers, Supervisors- MSW Interns and MSW Field Supervisor
1.2.5	Maintain Family Team Meeting (FTM) statistics in Excel for future monitoring and analysis	9 months (02/01/10) and continuously 19 months (12/01/10)	Social Workers, Supervisors- MSW Interns and MSW Field Supervisor
1.2.6	Analyze statistics to determine effectiveness of Family Team Meetings on exits to permanency and report findings every 6 months following implementation	15 months (08/01/10) and every 6 months thereafter 25 months (06/01/11)	Analyst- MSW Interns and MSW Field Supervisor

Describe systemic changes needed to further support the improvement goal.
None identified at this time.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Training will be provided by the AOC.

Identify roles of the other partners in achieving the improvement goals.
Court staff will participate, along with CWS staff, in the trainings provided by the AOC.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
None identified at this time.

Outcome/Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)	County's Current Performance: C4.1 Percent of children with two or fewer placements who have been in foster care for 8 days or more, but less than 12 months: Our current performance for C4.1 in Q2 (Apr-Jun 2008) is 58.9%, which is a 2.3% decrease from the 61.2% which was reported in the CSA. Update-April 2010 Our current performance for C4.1 in Q2 (Apr-Jun 2009) is 74.4%, which is a 15.5% increase from the 58.9% which was reported in the SIP. The Department is providing more intensive and engaging trainings to caregivers to promote retention of existing foster family homes. These trainings are also providing caregivers with the knowledge to assist in the reunification process and prevent placement failures. The Department is also promoting a change of mindset for all social workers when removing children, to think of alternative placements besides the county shelter as it will be transitioning to a different (yet to be determined) facility soon.
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Improvement Goal 1.0

Increase percentage of children with two or fewer placements during the first year in foster care from 58.9% to 67.9% during the next three years, by 3% increments each year.

Update-April 2010

The percentage of children with two or fewer placements during the first year in foster care has increased by 15.5% to 74.4% in the past year, which far exceeds the 9% goal set in the SIP. The Department will continue to strive to further increase this percentage within the next two years.

Strategy 1.1

Utilize Master's Social Worker to provide orientation, coordinate training, and complete applications for people interested in becoming a Resource Family (Foster Family Homes, Relative Caregivers and Adoptive Parents)

Update-April 2010

The Department unexpectedly lost our Masters carrying social worker in April 2009; therefore the licensing Social Workers and Social Worker Assistants were reassigned these tasks. The licensing Social Workers and Social Worker Assistants have taken on this responsibility and made a success of it. All applications are overseen and tracked by the Social Worker Assistants, orientations are completed weekly by the licensing Social Worker and trainings are coordinated and scheduled by both the licensing Social Worker and Staff Services Analyst assigned to training.

Strategy Rationale

Having Master's Social Worker provide these allows the two Licensing Social Workers to focus on completing home inspections and approving requests for Foster Family Homes and Relative Caregivers. This will allow Licensing to approve homes more quickly, which will improve our placement stability as children will no longer need to be placed in BUMRH, but will be able to go directly to a Foster Family Home or Relative Caregiver.

Milestone	Timeline	Assignment to
1.1.1 Have Master's Social Worker shadow licensing Social Workers and Social Worker Assistants currently doing orientation, training and applications	3 months (08/01/09) to 4 months (09/01/09) Completed 03/01/09	Senior Analyst and Licensing Supervisor
1.1.2 Train Master's Social Worker on orientation process, training and application requirements for resource families	3 months (08/01/09) to 4 months (09/01/09) Completed 03/01/09	Senior Analyst and Licensing Supervisor
1.1.3 Assign Master's Social Worker to do orientation, coordinate trainings and complete applications for resource families	5 months (10/01/09) Completed 03/01/09 and Reassigned 04/20/09	Licensing Supervisor

Strategy Rationale	Having Master's Social Worker lead recruitment efforts will allow Children Services to have more of a presence at community functions to promote becoming a resource family. Also, coordinating more appropriate trainings will ensure that the foster parents and relative caregivers are receiving the most current and useful information that will assist in saving placements. These efforts will increase the number of resource families available to have children placed with them immediately after removal and prevent placement in BJMRH, which will improve placement stability for children.	Master's Social Worker, Senior Analyst and Licensing Supervisor	Master's Social Worker, Senior Analyst and Licensing Supervisor	Master's Social Worker, Licensing Social Worker	Master's Social Worker, Licensing Social Worker	Master's Social Worker, Licensing Supervisor and Social Worker Assistants	Analyst
Milestone	1.2.1. Plan and identify a campaign strategy for recruitment of resource families	3 months (08/01/09) Completed 05/01/09	3 months (08/01/09) and continuously Completed 05/01/09	4 months (09/01/09) Completed 06/01/09	5 months (10/01/09) Completed 10/01/09	6 months (11/01/09) and continuously Completed 10/01/09	6 months (11/01/09) and continuously Completed 04/01/09 and continuing
Timeline	1.2.2. Make arrangements for Children Services to be present at community functions to promote becoming a resource family						
1.2.3. Meet with resource families to identify training needs and customer satisfaction	1.2.4. Search for and obtain trainers and/or training materials to provide identified enhanced trainings to resource families, which identify competencies and objectives	1.2.5. Schedule enhanced trainings and inform resource families regarding date/time	1.2.6. Maintain statistics on number of applications for resource families	1.2.7. Analyze statistics, which include placement disruptions, to determine effectiveness of increased recruitment efforts and more appropriate trainings for resource families on placement stability			

Strategy Rationale	<p>Strategy 1.3 Designate Social Worker to do all Licensing Exemptions and Complaints Update-April 2010 The Department currently has one licensing Social Worker assigned to complete all licensing exemptions and complaints. Having one licensing Social Worker assigned solely to do licensing exemptions and complaints has been very successful, as it has allowed homes to be approved more quickly and children to be placed in a more home-like setting as soon as possible.</p>		
1.3.1 Train designated Social Worker on Licensing Exemption and Complaint process	Milestone Train designated Social Worker on Licensing Exemption and Complaint process	Timeline 2 months (07/01/09) Completed 03/01/09	Assigned to Senior Analyst and Licensing Supervisor
1.3.2 Have designated Social Worker shadow Licensing Social Workers currently doing the Licensing Exemptions and Complaints	Milestone Have designated Social Worker shadow Licensing Social Workers currently doing the Licensing Exemptions and Complaints	Timeline 3 months (08/01/09) Completed 04/01/09	Assigned to Senior Analyst, Licensing Supervisor and Licensing Social Workers
1.3.3 Assign designated Social Worker to do Licensing Exemptions and Complaints	Milestone Assign designated Social Worker to do Licensing Exemptions and Complaints	Timeline 4 months (09/01/09) Completed 05/01/09	Assigned to Senior Analyst and Licensing Supervisor
1.3.4 Maintain statistics in Excel on number of exemptions and complaints completed per month and number of foster home and relative caregivers approved per month	Milestone Maintain statistics in Excel on number of exemptions and complaints completed per month and number of foster home and relative caregivers approved per month	Timeline 4 months (09/01/09) and continuously Completed 05/01/09 and continuing	Assigned to Designated Social Worker and Licensing Supervisor
1.3.5 Analyze statistics to determine effectiveness of having one Social Worker designated to do Licensing Exemptions and Complaints on placement stability and report findings every 6 months following implementation	Milestone Analyze statistics to determine effectiveness of having one Social Worker designated to do Licensing Exemptions and Complaints on placement stability and report findings every 6 months following implementation	Timeline 10 months (03/01/10) and every 6 months thereafter	Assigned to Analyst
<p>Describe systemic changes needed to further support the improvement goal. None identified at this time.</p> <p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. None identified at this time.</p> <p>Identify roles of the other partners in achieving the improvement goals. None identified at this time.</p> <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.</p>			27

<p>Outcome/Systemic Factor:</p> <p>2B Timely Response (Immediate/10-Day Response Compliance)</p> <p>2C Timely Social Worker Visits with Child</p>	<p>County's Current Performance:</p> <p>2B Percent of referrals in which face-to-face contact with a child occurred, or was attempted, within the regulatory time frames: Our current performance for 2B (Immediate) in Q2 (Apr-Jun 2008) is 90.7%, which is a 2.5% decrease from the 93.2% which was reported in the CSA. Our current performance for 2B (10-Day) in Q2 (Apr-Jun 2008) is 75.7%, which is a 5.1% increase from the 70.6% which was reported in the CSA.</p> <p>2C Percent of children who received a monthly visit: Our current performance for 2C in Q2 (Apr-Jun 2008) is 82.9%, which is a 12.3% increase from the 70.6% which was reported in the CSA. Update-April 2010 Our current performance for 2B (Immediate) in Q2 (Apr-Jun 2009) is 100%, which is a 9.3% increase from the 90.7% which was reported in the SIP. Our current performance for 2B (10-Day) in Q2 (Apr-Jun 2009) is 96.2%, which is a 20.5% increase from the 75.7% which was reported in the SIP. Our current performance for 2C in Q2 (Apr-Jun 2009) is 92.4%, which is a 9.5% increase from the 82.9% which was reported in the SIP.</p>	<p>Improvement Goal 1.0</p> <p>Increase percentage of Immediate referrals with timely contact from 90.7% to 100% during the next three years, by 3.1% increments each year.</p> <p>Increase percentage of 10-Day referrals with timely contact from 75.7% to 90% during the next three years, by 4.76% increments each year.</p> <p>Increase percentage of children who received a monthly visit from 82.9% to 90% during the next three years, by 2.36% increments each year. Update-April 2010 The percentage of Immediate referrals with timely contact increased 9.3% to 100% in the past year, which meets the 9.3% goal set in the SIP. The percentage of 10-Day referrals with timely contact increased 20.5% to 96.2% in the past year, which far exceeds the 14.3% goal set in the SIP. The percentage of children who received a monthly visit increased 9.5% to 92.4% in the past year, which exceeds the 7.1% goal set in the SIP. The Department will continue to strive for further increases in compliance with this goal.</p>	<p>Strategy Rationale</p> <p>Utilizing Safe Measures to identify cases/referrals with non-compliant contacts, determine why they are non-compliant and address the identified issues through training and/or a corrective action plan Update-April 2010 After a one-month trial, the Department implemented Safe Measures on 03/01/09 and has utilized it to monitor staff compliance with Immediate, 10-Day and monthly contacts. Safe Measures has provided the Department with consistent, accurate information, which has been essential in monitoring staff compliance with this outcome measure.</p>
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Milestone	Timeline	Assigned to
1.1.1 Train staff on how to navigate through Safe Measures	1 month (06/01/09) Completed 01/28/09	Analyst and Children's Research Center Staff
1.1.2 Create policy regarding expectations of Supervisors/Social Workers in the use of Safe Measures to monitor their units/caseloads	3 months (08/01/09) Completed 02/01/09	Analyst and Program Managers
1.1.3 Implement Safe Measures policy	4 months (09/01/09) Completed 03/01/09	Program Managers and Supervisors
1.1.4 Provide ongoing training for Safe Measures regarding any changes/updates	4 months (09/01/09) and continuously Completed 06/30/09, 07/01/09, 12/03/09 and continuing	Analyst and Children's Research Center Staff
1.1.5 Analyze outcome measure statistics to determine effectiveness of Safe Measures on timely Social Worker visits and report findings every 3 months following implementation. <u>10/01/09 Findings:</u> Immediate-15.4% increase in compliance, 10-day-37.2% increase, and Monthly contact-10.4% increase. <u>01/01/10 Findings:</u> Immediate-9.3% increase in compliance, 10-day-14.5% increase, and Monthly contact-9.5% increase.	7 months (12/01/09) and every 3 months thereafter Completed 10/01/09, 01/01/10 and continuing	Analyst

Strategy Rationale	Having Social Workers complete mandatory contact worksheets will ensure that they are completing quality contacts with families. Having Supervisors review the contact worksheets prior to input by clerical staff will enable them to monitor their unit's compliance and address any issues as soon as they are identified. This will provide accountability for each Social Worker and allow management to pinpoint training issues as well as personnel issues that may be hindering compliance.
Milestone	<p>1.2.1 Provide and explain new mandatory Social Worker Contact Worksheets to Social Workers and Supervisors</p> <p>1.2.2 Explain to Supervisors what is expected of them in regards to reviewing the Social Worker Contact Worksheets</p> <p>1.2.3 Explain to Clerical staff what is expected of them in regards to inputting information from the Social Worker Contact Worksheets into CWS/CMS</p> <p>1.2.4 Implement Social Worker Contact Policy which was created in March 2009</p> <p>1.2.5 Monitor compliance with mandatory Social Worker Contact Policy by reviewing clerical contact input statistics and Safe Measures data on a monthly basis</p>
Timeline	<p>1 month (06/01/09) Completed 03/01/09</p>

<p>1.2.6</p> <p>Identify issues preventing compliance with mandatory Social Worker Contact Policy and address them with Social Workers and Supervisors through training and/or an appropriate corrective action plan</p>	<p>Describe systemic changes needed to further support the improvement goal.</p> <p>Safe Measures has been approved by the Department and will be presented to the Board of Supervisors (BOS) for approval on March 17, 2009. Implementation will begin immediately following BOS approval. The Department began utilizing Safe Measures on a trial basis 02/01/09 and officially purchased and implemented on 03/17/09.</p>	<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Social Workers and Supervisors will be trained on how to navigate through Safe Measures and subsequent training on updates and changes will be provided as necessary. Trainings will be conducted by Analysts and Children's Research Center staff, who are the administrators of Safe Measures. Safe Measures support provided the first initial training to staff on 01/28/09 and subsequent advanced training on 12/03/09. Staff Services Analyst and Safe Measures Administrator for the Department conducted individual Safe Measures training for Supervisors on 06/30/09 and 07/01/09.</p>	<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>None identified at this time.</p>	<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p> <p>None identified at this time.</p>
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Outcome/Systemic Factor: Transitioning to Adulthood (PROBATION)	County's Current Performance: Our current performance for June 2008 is the following: 32 ILP Referrals made, 3 High School Diplomas, 2 GED, 1 Enrolled in College/Higer Education, 2 Completed Vocational Training, 3 Employed or other means of support. In completing the CSA, we learned that continued improvement in this area will require working closely with the ILP Coordinator in our county to ensure that Probation youth are serviced by the Independent Living Program (ILP) in a timely manner.	Update-April 2010 Our current performance for June 2009 is the following: 58 ILP Referrals made, 4 High School Diplomas, 5 GED, 2 Enrolled in College/Higer Education, 6 Employed or some other type of income.
Improvement Goal 1.0 Improve referral process for ILP services	Strategy 1.1 Standardizing the ILP referral process with the DSS ILP Coordinator in our county in a timely manner in order to expedite services to the youth in ILP Update-April 2010 To date we have not developed a standardized referral process for ILP, however it should be noted that the ILP Coordinator has someone who assists in processing these referrals in a more timely manner. Probation Placement Supervisor will meet with the ILP Coordinator to develop this referral form.	Strategy Rationale Standardizing the ILP referral process will create a more consistent and proficient form of communication with the DSS ILP Coordinator, therefore increasing the number of participants in ILP.
Milestone	Timeline	Assigned to
1.1.1 DSS/Probation meet to review and update ILP referral process	3 months (08/01/09) A meeting was held a year ago, in which we agreed on the referral process.	DSS ILP Coordinator, DPO III Placement Supervisor and Probation Division Manager
1.1.2 DSS/Probation to monitor implementation of referral process	4 months (09/01/09) 13 months (06/01/10)	DSS ILP Coordinator, DPO III Placement Supervisor and Probation Division Manager
1.1.3 DSS/Probation to meet quarterly to discuss issues for improvement	6 months (11/01/09) 16 months (09/01/10)	DSS Program Manager, DPO III Placement Supervisor and Probation Division Manager

<p>Strategy 1.2 Establish an Aftercare Supervision/Mentoring Program for youth transitioning back home from Foster Care Update-April 2010 On December 1, 2009, the Board of Supervisors approved a contract with Rite Track LLC to implement an Evening Learning Center in the city of El Centro. The Evening Learning Center provides Mentor and Tracking for youth transitioning back from foster care. The mentors track the youth at home, their respective school sites and employment if applicable. Mentors respond to emergency situations 24-7 if need be. The mentor and tracking program has been in effect since December 21, 2009.</p>	<p>Strategy Rationale Having an Evening Learning Center (ELC) which provides in-house educational services, tutoring sessions, vocational training, skill-building focusing on promoting success through the use of positive reinforcement procedures, crisis intervention to help turn difficult situations into constructive outcomes and supervision during after hours to encourage them in becoming independent and self-sufficient, thereby preventing re-entry into the Foster Care system.</p> <table border="1"> <thead> <tr> <th>Milestone</th><th>Timeline</th><th>Assignment</th></tr> </thead> <tbody> <tr> <td>1.2.1. Probation to research alternative source of funding for the ELC. Identify youth in out-of-home placement prior to their transition home (at least 2 months prior to transition)</td><td>6 months (11/01/09) Completed (12/01/09)</td><td>Chief Probation Officer, Fiscal Manager, Probation Division Manager, DPO III Placement Supervisor and Placement Officer(s)</td></tr> <tr> <td>1.2.2. Make referrals to the ELC for potential youth to be served</td><td>7 months (12/01/09) Completed (12/15/09)</td><td>Placement Officer, DPO III Placement Supervisor</td></tr> <tr> <td>1.2.3. ELC to conduct a Positive Achievement Change Tool (PACT) assessment and a Measured Achievement Plan (MAP) assessment, which targets evidence-based interventions for each youth referred to them. ELC staff will provide weekly progress reports to the case carrying Probation Officer.</td><td>12 to 18 months (05/01/10 to 11/01/10) (12/22/09 to 09/15/10) 9 months</td><td>ELC Director, Placement Officer(s) and DPO III Placement Supervisor</td></tr> </tbody> </table>	Milestone	Timeline	Assignment	1.2.1. Probation to research alternative source of funding for the ELC. Identify youth in out-of-home placement prior to their transition home (at least 2 months prior to transition)	6 months (11/01/09) Completed (12/01/09)	Chief Probation Officer, Fiscal Manager, Probation Division Manager, DPO III Placement Supervisor and Placement Officer(s)	1.2.2. Make referrals to the ELC for potential youth to be served	7 months (12/01/09) Completed (12/15/09)	Placement Officer, DPO III Placement Supervisor	1.2.3. ELC to conduct a Positive Achievement Change Tool (PACT) assessment and a Measured Achievement Plan (MAP) assessment, which targets evidence-based interventions for each youth referred to them. ELC staff will provide weekly progress reports to the case carrying Probation Officer.	12 to 18 months (05/01/10 to 11/01/10) (12/22/09 to 09/15/10) 9 months	ELC Director, Placement Officer(s) and DPO III Placement Supervisor
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<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Local education needs are noted in the milestones.</p>		
<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Participation from the following partners is needed to achieve the above improvement goals: Probation, ILP Coordinator, Project ACE and Placement Officers. A committee will need to be formed with these partners to assess current services and make recommendations for improvement.</p> <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p> <p>State required standardized ILP services of youth placed out-of-county and provide funds for other counties to serve our children who have been placed there. Services are needed for 14 and 15 year olds, therefore funding should be available for this age group. Improved after care for ILP participants with mandated services and funding.</p>		
<p>Outcome/Systemic Factor: Improve Safety Outcomes for Foster Youth (PROBATION)</p> <p>County's Current Performance: The Probation Department has no parenting classes, anger management classes, gang awareness classes or family therapy sessions being offered to parents whose youth are in out-of-home placement or at risk of being in out-of-home placement.</p> <p>Improvement Goal 1.0 Provide a safe and stable environment for youth transitioning back home, and to reduce the number of youth entering Foster Care.</p> <p>Strategy Rationale An ELC , which provides parenting classes, anger management for both the parents and their children, gang awareness, family counseling, family therapy, tutoring, mentoring and tracking of the youths progress with weekly reports to the Probation Officer. This will not only reduce the number of out-of-home placements and increase the success rate of the youth who are independent and self-sufficient exiting the Foster Care system.</p> <p>Strategy 1.1 By providing parenting classes, anger management, gang awareness and family therapy to all parents whose children are on Probation, regardless of whether the youth is in out-of-home placement or home. Parents will learn skills to parent their children. Establish an Aftercare Supervision/Mentoring Program for youth at risk or those who are transitioning back home from placement. Update : April 2010 On December 1, 2009, the Board of Supervisors approved a contract with Rite Track LLC to implement an Evening Learning Center in the City of El Centro for those youth who are at risk of entering Foster Care. The ELC operates from 3:30 p.m. to 8:30 p.m. It provides dinner to the youth participating in the ELC along with providing ART (Anger Regression Therapy), FFT (Family Functional Therapy) along with gang awareness programs. The ELC has been in place since December 21, 2009. They currently offer the following services: Thinking for a Change, Phoenix Gang Intervention, Cognitive Behavior Therapy, Cultural Enrichment, Healthy Relationships, Social Awareness and Pathways Drug and Alcohol Curriculum</p>		
<p>35</p>	<p>Imperial County System Improvement Plan</p>	<p>March 2009</p>

Improvement Goal 2.0 Improve delivery of ILP services to Probation youth	Strategy 2.1 Improve delivery of ILP services Update-April 2010 <p>Although an ILP committee has not been created; the ILP Coordinator has been assigned someone who assists in making sure that the ILP referrals are being made by Probation. However, services are still not being rendered to Probation ILP Youth. This could be a result of the cuts to the State Budget. Probation has used some of its SOTP monies to pay for transitional housing rent, flights for minors to attend a community college, books, and clothing for youth in foster care. The local ILP Coordinator is not following up with the other county ILP Coordinators regarding ILP referrals made where our youth are placed, to ensure that our youth are not just referred but are receiving services such as assistance in obtaining transitional housing, paying for college tuition/books etc.</p>	Strategy Rationale By improving the delivery of ILP services we will increase the attendance, participation and success rate for these youth	
	2.1.1 Form committee (with placement officers, placement supervisors from DSS/Probation and ILP Coordinator) to assess ILP services	Timeline 3 months (08/01/09) 13 months (06/01/10)	Assigned to DSS ILP Coordinator and DPO III Placement Supervisor
	2.1.2 ILP Coordinator will perform an assessment of current services (access surveys through Project ACE) to ensure compliance of services being rendered to ILP Youth	Timeline 6 months (11/01/09) 14 months (07/01/10)	Assigned to DSS ILP Coordinator, Project Ave Director, DPO III Placement Supervisor
	2.1.3 Report results to DSS Program Manager and Probation Division Manager for follow-up with assessment results from the ILP Coordinator. ILP Coordinator to report back to the SIP Committee.	Timeline 9 months (02/01/10) 19 months (12/01/10)	Assigned to DSS ILP Coordinator and DPO III Placement Supervisor

Describe systemic changes needed to further support the improvement goal.

This portion of the SIP is about systemic change of the ILP referral process. Although, during the CSA it was learned that ILP referrals were not being processed in a timely manner and eligible youth received no ILP services. This process is necessary to further support this improvement goal.

Milestone	Description	Timeline	Assigned to
1.1.1 Probation will research alternative sources of funding the ELC Update: April 2010 Funding for the Evening Learning Center was obtained through the Department of Juvenile Justice/ YOBG Funds.		6 months (11/01/09) Completed (12/01/09)	Chief Probation Officer, Probation Fiscal Manager and Probation Division Manager
1.1.2 Identify and assign 2 Probation Officers to the ELC to ensure compliance on behalf of the youth and parents Update: April 2010 Currently there is one probation officer II assigned to the ELC. The DPO II is present during the evening hours when the minors are at the center. The DPO II works closely with the Rite Track staff to ensure that minors are participating in the program/services.		7 months (12/01/09) Completed (12/22/09)	Probation Program Manager
1.1.3 Develop and implement policy with ELC. Begin referral process and transportation arrangements with the ELC for parents and youth. Conduct quarterly meetings with ELC Directors/Managers and Probation Department. In addition, the ELC will establish evidence-based key performance indicators as to the progress of the youth and parents.		12 to 18 months (05/01/10 to 11/01/10) Completed (12/15/09)	Probation Program Manager, Probation Fiscal Manager, Admissions/Transition Manager for ELC
1.1.4 Continue with implementation and funding of the ELC		18 months (11/01/10) to revisit on an annual basis	Chief Probation Officer, Probation Fiscal Manager and Probation Division Manager

<p>Improvement Goal 2.0 Probation Officers to work after hours and on weekends to monitor wards and youth going through the court process, compliance at home and to respond to any crisis situation involving wards or youth pending adjudication in order to reduce the need for removal from their house.</p>	<p>Strategy 2.1 Create after hours Probation coverage to respond to emergency and crisis situations for after hours when the assigned probation officer is not available, on weekends or Holidays. The On Call Probation Officer provides Crisis Intervention when a parent/guardian calls Juvenile Hall after hours, weekends or Holidays to prevent minors being detained in our facility. Since its implementation our average population has gone down from an average of 55 minors per day to 25 minors per day.</p>	<p>Milestone</p> <p>2.1.1 Continue providing Probation Officer coverage for after hours emergency and crisis situations</p> <p>2.1.2 Ensure designated staff is equipped with necessary training and guidelines to provide crisis intervention</p>	<p>Timeline</p> <p>3 months (08/01/09) (ongoing)</p> <p>12 months (05/01/10) (ongoing)</p> <p>Assigned To</p> <p>DPO III Placement Supervisor and Probation Program Manager</p> <p>Probation Training Officer and Probation Program Manager</p>
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**IMPERIAL COUNTY CHILDREN AND FAMILY SERVICES
SYSTEM IMPROVEMENT PLAN
2009/2010 PROPOSED CWSOIP EXPENDITURES**

According to County Fiscal Letter 09/10-14, issued on October 7, 2009, Imperial County Children and Family Services received a total CWSOIP GF Allocation of \$64,482 and the Probation Department received a total CWSOIP GF Allocation of \$10,000. The total revised fiscal year 2009-2010 CWSOIP GF Allocation was \$64,482.

Children and Family Services will utilize their allocation to meet the following outcome measures:

1. Re-entry into Foster Care/Recurrence of Maltreatment/Placement Stability
 - a. Provide additional training for children in out-of-home placement, parents, foster parents and relative caregivers to address addictive behaviors and attachment/separation/loss issues.
 - b. Purchase and distribute literature and promotional items for resource family recruitment activities.
 - c. Create advertisements for recruitment of resource families (Newspaper, Television, Radio, Pamphlets, etc.)
 - d. Develop and provide training for children to assist with placement stability, specifically targeting pre-teens and teenagers with emphasis on self-esteem issues.
 - e. Purchase digital cameras and printers to be utilized for training activities for children in out of home placement to promote placement stability.
 - f. Purchase personalized duffel bags with personal care kit included, to be provided to all children entering a placement in out of home care to promote placement stability.
2. Permanency
 - a. Research and acquire family search software to be utilized for mandatory due diligence efforts.
3. Safety
 - a. Create a community resource pamphlet to be distributed to families as a guide to what services are available. These would be utilized for both prevention and intervention purposes.

Probation will utilize their allocation to meet the following outcome measures:

1. Reunification Services
 - a. Reimbursing parents for mileage to visit children in placement and participate in family counseling sessions at the placement.
2. Safety and Permanency
 - a. After hours Probation coverage to respond to emergency and crisis situations that occur outside of regular business hours.
 - b. Purchase airline tickets, assist with deposit for transitional housing for youth attending college, vocational training or universities.